DOCUMENT RESUME

ED 145 875 JC 770 493

AUTHOR Howard, William R.; Lucas, John A.
TITLE Evaluation of the Community Development Education Center and Educational Needs Assessment of Persons in Public Service. Vol. IX, No. 8.
INSTITUTION William Rainey Harper Coll., Palatine, Ill.
PUB DATE 5 Oct 77
NOTE 52p.

EDRS PRICE MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS City Officials; Community Colleges; Community Services; *Continuing Education Centers; *Government Employees; *Junior Colleges; Leadership Training; Local Government; Local Issues; *Needs Assessment; Professional Continuing Education; Program Development; *Program Evaluation; Program Planning; Public Officials; Seminars; Workshops

ABSTRACT

The Community Development Education Center (CDEC) at William Rainey Harper College serves the educational needs of local government officials by providing workshops and seminars pertaining to significant issues of local government. In order to evaluate past programs and plan for future programs, a survey instrument was sent to former participants and future potential participants. All 422 participants from fall 1974 to fall 1976 were surveyed, with 207 persons responding. Additionally, 225 persons involved in local governmental work responded to a "needs" questionnaire. Of the participant group, 66% represented city or village governments, and most (63%) were in administrative or staff paid positions rather than the elected or appointed posts which comprised 84% of the needs survey respondents. Participants tended to enroll because of brochures or letters received in the mail (69%), or at a supervisor's recommendation (22%). Ratings on past programs varied widely, with no program type rated better than others. Most successful were those offering new ideas and information. Topics preferred by both respondent groups included organizational, financial, and land use planning; assessment of program effectiveness and of community needs; and information on available services and revenue. Detailed survey responses are given and the questionnaires are appended. (RT)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED145875

U S DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

John A. Lucas

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND USERS OF THE ERIC SYSTEM"

EVALUATION OF THE COMMUNITY DEVELOPMENT EDUCATION CENTER AND EDUCATIONAL NEEDS ASSESSMENT OF PERSONS IN PUBLIC SERVICE

Vol. IX, No. 8
October 5, 1977

William R. Howard
Director of Community Services

John A. Lucas
Director

Office of Planning and Research
William Rainey Harper College

JC 770 493

ABSTRACT

IN ORDER TO EVALUATE AND PROVIDE PLANNING DATA FOR THE COMMUNITY DEVELOPMENT EDUCATION CENTER, A SURVEY WAS DESIGNED FOR FORMER PARTICIPANTS AND FOR FUTURE POTENTIAL PARTICIPANTS. THESE TWO SURVEYS WERE MAILED TO THEIR RESPECTIVE TARGET POPULATIONS AND RETURN RATES OF 49 PERCENT AND 47 PERCENT WERE OBTAINED AFTER ONE MAIL FOLLOW-UP.

RESULTS OF THE SURVEY SHOWED PARTICIPANTS IN THE CDEC PROGRAM BETWEEN THE FALL OF 1974 THROUGH THE FALL OF 1976 WERE PRIMARILY STAFF OR ADMINISTRATORS IN VILLAGE OR CITY GOVERNMENTS. THERE DID SEEM TO BE A NEED TO ORIENT FUTURE SESSIONS SO AS TO ATTRACT MORE ELECTED AND APPOINTED GOVERNING BOARDS AND COMMISSION MEMBERS.

THE PROGRAM WAS HEAVILY DEPENDENT ON SPECIFIC DIRECT MAILINGS AND ORGANIZATIONAL INFLUENCE FOR ENROLLMENT IN THE PROGRAM.

THE CDEC PROGRAMS, WHICH WERE OFFERED IN THE PAST, VARIED WIDELY IN THEIR VALUE AS RATED BY THE PARTICIPANTS. NO PARTICULAR TYPES OF PROGRAMS WERE MORE EFFECTIVE THAN OTHERS. VALUE SEEMED ALMOST ENTIRELY DEPENDENT ON THE LEADERS, MATERIAL AND PARTICIPANTS IN A PARTICULAR SESSION RATHER THAN THE SUBJECT MATTER. THESE PROGRAMS WHICH WERE OFFERED WERE MOST SUCCESSFUL IN OFFERING NEW INFORMATION AND IDEAS AND IN WIDENING HORIZONS.

WORKSHOPS PREFERRED FOR THE FUTURE INVOLVED SUCH TOPICS AS ORGANIZATIONAL PLANNING, FINANCIAL PLANNING, LAND USE PLANNING, ASSESSMENT OF EFFECTIVENESS OF PROGRAMS, ASSESSMENT OF COMMUNITY NEEDS, AND INFORMATION ON AVAILABLE SERVICES AND REVENUE.

TABLE OF CONTENTS

I. Purpose..... 1

II. Population Surveyed..... 1

III. Method Used..... 1

IV. Discussion of Results..... 1

V. Major Conclusions..... 3

VI. Detailed Results

A. Survey of Educational Needs Among Employees and Trustees of Governmental Bodies

1. Organizational Units of Respondents..... 4
2. Position of Respondents..... 4
3. Reason Respondents Haven't Attended Workshops Before..... 5
4. Types of Skill Training Workshops Respondents Would Attend..... 5
5. Workshop Topics Respondents Would Attend..... 6
6. Most Convenient Times for Respondents..... 7
7. Most Appealing Format for Workshops..... 7
8. Preferred Location for Workshops..... 8

B. Follow-Up of Participants in Community Development Education Center Programs

1. Organization Represented by Participants..... 8
2. Position of Respondents..... 9
3. Source of Payment for Sessions..... 9
4. College Credit Courses Taken Since Taking CDEC Workshop.....10
5. Primary Reason for Enrolling in CDEC Session.....11
6. Method Which was Most Convincing in Causing Persons to Attend CDEC Session.....11
7. Types of Skill Training Worskshop Participants Would Attend in Future.....12
8. Workshop Topics Participants Would Attend in Future.....14
9. Most Convenient Times for Participants to Attend Workshops in Future.....15
10. Program Format Which Most Appeals to Participant.15
11. Preferred Location for Future Workshops.....15
12. Participants Who have not enrolled in Further Workshops Because No Topic of Interest Was Offered

a. Organization Represented.....16
b. Position in Organization.....16
c. Types of Workshops They Would Prefer....17
d. Workshop Topics They Would Attend.....17

13. Participants Who Have Not Enrolled in Further Workshops Because They Were Not Offered at the Right Times - Times They Would Prefer.....18
14. Lasting Benefit Rating of Workshops Offered in the Fall of 1976.....19
15. Lasting Benefit Rating of Workshops Offered in the Year 1975-1976.....19
16. Lasting Benefit Rating of Workshops Offered in the Year 1974-1975.....20
17. Summary of Lasting Benfit Rating of Workshops by Year of Offering.....20
18. Comparison of How Various Workshop Factors were Rated in All Programs Offered in the CDEC Fall 1974 to Fall 1976.....21
19. Rating of CDEC Workshops as to Degree They Provided New Information.....22
20. Rating of CDEC Workshops as to the Degree They Gave Participants New Ideas.....23
21. Rating of CDEC Workshops as to Extent They Widened Participants Horizons.....24
22. Rating of CDEC Workshops as to Extent They Taught Participants to Analyze Problems In a New Way.....25
23. Rating of CDEC Workshops as to Extent They Raised the Participants Level of Motivation.....26
24. Rating of CDEC Workshops as to Extent They Produced Lasting Benefits for the Participants.....27
25. Rating of CDEC Workshops as to Extent They Allowed Different Governmental Units a Chance to Share Problems.....28
26. Rating of CDEC Workshops as to Extent They Improved Participants Problem Solving Skills....29
27. Rating of CDEC Workshops as to Extent They Helped Improve Cooperation and Good Relations Between Governmental Units.....30
28. The Top Nine Workshops Which Were Rated Better Than Good.....31
29. Classification of Workshops by Subject Matter....32
30. Rating of Types of CDEC Workshops by Nine Different Factors.....33

VII. Appendix

A. Survey Form Sent to Non-Participants.....35

B. Survey Form Sent to Participants.....41

Purpose

The purpose of this survey was to evaluate the existing Community Development Education Center, formerly known as the Community Leadership Training Center (CLTC), and to assess the market potential for the future. This study was to be a part of the planning process for future development of the Community Development Education Center. The former coordinator of the old CLTC program and the Director of Community Services had requested this study. Moreover, the evaluation of all Continuing Education programs (of which the old CLTC was a part) was an institutional goal.

In the summer of 1976 the name of the Community Leadership Training Center (CLTC) was changed to the Community Development Education Center (CDEC). A number of factors contributed to the need for this name change. As the Community Development Education Center, the program areas appropriate to the center are expanded to address the broad economic, political and social needs of the communities within the Harper district.

Population Surveyed

All 422 participants in CDEC workshops from the fall of 1974 to the fall of 1976 were identified for the survey. After follow-up, 207 persons completed and returned survey forms for a 49.1 percent response rate. In addition, 483 persons (who had not participated in the CDEC program) involved in governmental work in the Northwest suburbs were identified and surveyed. After follow-up, 225 persons completed and returned the survey form for a 46.6 percent response rate.

Method Used

The two survey instruments, shown in the appendix, were developed by the Office of Planning and Research in cooperation with the Coordinator of the CDEC program and the Director of Community Services and with the approval of an advisory committee. The survey for the participants asks them to describe their organization, their position, and asks them to evaluate the workshops they have attended using nine different factor rating scales. They are also asked to describe types and topics of workshops they would like to attend in the future. The survey of the non-participants asks why they haven't attended CDEC workshops in the past and what types or topics of workshops they might attend in the future.

These survey instruments were mailed to the two target popoulations and after three weeks a second survey form was sent to all the non-responders.

Discussion of Results

The participants represented primarily city or village governments (66%) and mostly (63%) consists of administrative or staff paid positions as opposed to elected or appointed Governing Boards or Commission members as a contrast, the non-participant list which was sent the educational needs survey consisted of mainly elected or appointed Governing Board of Commission members (84%). This list was also less concentrated with representatives from the village and city governments.

Thus it seems some of the unmet needs might be the design of workshops appealing to Governing Board of Commission members.

Brochures or letters received through the mail convinced 69 percent of the participants to attend while another 22 percent were convinced by their supervisor or colleague. Thus the enrollment in this program is very dependent on identifying a target population and developing a close working relationship with the various governmental bodies in the district.

There was wide variation in how the various workshops were rated on the nine factors. Ratings ranged from 3-very effecitve to 0-completely ineffective. There was even considerable variation in the rating of a single workshop. Some workshops were rated high on some factors and low on others. There were nine of the 37 workshops which had an average rating on all nine factors of higher than 2.00 which would mean better than good. These highest rated workshops were "Federal Programs and the Impact on Land Use", "Governmental Fund Accounting," "Developing the Central Business District" and six other workshops listed on page 31. The rating of the workshops seemed to be much more dependent on the leader, the material used and the participants rather than on the content or subject matter. When the workshops were classified according to planning issues, economic issues, social issues and governmental information, there was little difference in the ratings of these classifications. Economic issues were rated slightly higher than the other three but the difference was small (see page 33).

The workshops held seemed to be most effective in providing new information and new ideas and in widening horizons. The workshops were least effective in improving problem solving skills and in improving cooperation and good relations between governmental units.

Also, more recent workshops (fall 1976) were rated higher than earlier workshops (1974-1979) as shown on pages 19 and 20. This could mean the more recent workshops were actually better or it could mean that the more recent workshops were easier to remember and thus were rated higher.

The types of workshops which participants and non-participants alike would attend were, for the most part, general planning and management skills type workshops. Specific topics preferred centered around organizational planning, financial planning, land use planning, assessment of effectiveness of programs, assessment of community needs and information on available services and revenue.

These preferences were the same for both the participants and the non-participants as well as the sub-group of participants who have not attended further workshops because nothing of interest was offered.

As far as time preferences, evenings (Monday-Thursday) are generally the first choice but a substantial number prefer Saturday morning. Also, a fair number opt for Friday evening and Wednesday and Thursday daytime. Half or more prefer off-campus locations near them to house these workshops.

Major Conclusions

Participants in the CDEC program between the fall of 1974 through the fall of 1976 were primarily staff or administrators in Village or City governments. There did seem to be a need to orient future sessions so as to attract more elected and appointed Governing Board and Commission members.

The program was heavily dependent on specific direct mailings and organizational influence for enrollment in the program.

The CDEC programs, which were offered in the past, varied widely in their value as rated by the participants. No particular types of programs were more effective than others. Value seemed almost entirely dependent on the leaders, material and participants in a particular session rather than the subject matter. These programs which were offered were most successful in offering new information and ideas and in widening horizons.

Workshops preferred for the future involved such topics as organizational planning, financial planning, land use planning, assessment of effectiveness of programs, assessment of community needs, and information on available services and revenue.

SURVEY OF EDUCATIONAL NEEDS AMONG
EMPLOYEES AND TRUSTEES OF GOVERNMENTAL BODIES

Organizational Units of Respondents	Number	Percent
City or village	118 5/6	52.1
School District	45	19.8
Library	25 1/2	11.2
Park District	19 5/6	8.7
Township	17 5/6	7.8
Chamber of Commerce	1/2	.2
Soil and Water Conservation District	1/2	.2
	228	100.0

Postition of Respondents		
Member of Governing Board	121	53.1
Planning Commission	46	20.2
President, Mayor or Elected Head	23	10.1
Executive Director or Village Manager	8 1/2	3.7
Chief Financial Officer	2 1/2	1.1
Village or Township Clerk	9	4.0
Director or Department Head	8	3.5
Administrative Assistant	3 1/2	1.6
Road Commissioner	2	.9
Assessor	1	.4
Elected official	1	.4
Secretary/Treasurer	1	.4
Park Commsissioner	1	.4
Planner	1/2	.2
	228	100.0

Summary		
Professional persons employed by governmental units	60	26.3
Lay persons elected, appointed or volunteering to serve on Board, Commission or Commitee or Private Citizens	168	73.7
Total	228	100.0

Reason Respondents Haven't Attended CDEC Worskhops Before	Number	Percent
Don't have enough time to attend	118	52.2
Harper hasn't offered any workshop topics of interest to respondents	40	17.7
Workshops aren't offered at a convenient time	25 1/2	11.3
They are too costly	14 1/2	6.4
Haven't heard about these sessions before	12 1/2	5.5
No perceived benefit - I am above what is being taught	4 1/2	2.0
Attended Harper before	4	1.8
Attend workshops offered by other organizations	3 1/2	1.6
Had bad experience with previous workshop at Harper	1 1/2	.7
When I wanted to attend, course was cancelled	1	.4
Haven't made effort to examine programs	1	.4
Total	226	100.0

Types of Skill Training Workshops Responents Would Attend		
Planning	67	29.8
Communication Skills	47	20.9
Appraisal of Employees	45	20.0
Conflict Resolution and Problem Solving	43	19.1
Management by Objective	42	18.7
Exploring Areas of Cooperation Between Governmental Units	42	18.7
Motivating Members of the Organization	37	16.4
Employee Relation Skills	36	16.0
Organization of Time	32	14.2
Decision Making	31	13.8
Delegation	12	5.3
Zoning and Planning Land Use	7	3.1
Urban and Municipal Planning	6	2.7
Computer Applications in Government	4	1.8
Engineering and Water Supply and Water Plant Operation	2	.9
Financial Management	2	.9
Eliminating Apathy in Community	2	.9
Ordinances	2	.9
Environmental Health	2	.9
Technical Skills Unspecified	2	.9
Working with Developers	1	.4
Bargaining	1	.4
Training Supervisors	1	.4
Communication and Relations Between Boards and Administrators	1	.4
Architecture and Planning	1	.4
Assessment Techniques and Procedures	1	.4
Organizational Structure	1	.4
Township Statutory Provisions, Duties and Rights	1	.4
Management Information Systems	1	.4
Research	1	.4
Maintenance of Grounds	1	.4

Types of Skill Training Workshops Respondents Would Attend (Continued)	Number	Percent
School Board Needs	1	.4
Duties of Village Clerk	1	.4
Public Utilities Growth Planning	1	.4
Recreation and Park Maintenance	1	.4
Soil Analysis and Sanitary Engineering	1	.4
Planning Commission	1	.4
Referendums	1	.4
Flood Control and Drainage	1	.4
Project Management Techniques	1	.4
How to Utilize and Qualify for Federal Grants	1	.4
Parlimentary Procedures and Village Government	1	.4
Construction Inspection	1	.4
Governing Boards	1	.4
Long-Range Financial Planning	1	.4
Solid Waster Management	1	.4
Update of Federal, Regional and Local Planning Criteria and Objective	1	.4
Workshop Topics Which Respondents Would Attend		
Long-Range Planning	76	33.8
Revenue Sources	68	30.2
Financial Planning and Projections	68	30.2
Land Use Guidance Systems	56	24.9
Zoning Regulations	55	24.4
Budgeting	50	22.2
Facilities and Capital Improvement Planning	48	21.3
Setting and Formulating Goals and Objectives for Organization	47	20.9
Land and Property Acquisition	47	20.9
Training for New Members of Governing Boards	45	20.0
Shared Services	44	19.6
Revenue Sharing	43	19.1
Citizen Participation	42	18.7
How to Evaluate the Effectiveness of Programs and Services Offered	37	16.4
Management by Objectives	34	15.1
Homerule	34	15.1
Grantsmanship	33	14.7
Bikeways	33	14.7
How to Conduct a Community Needs Survey	33	14.7
Traffic Analysis	30	13.3
Boundary Agreements	28	12.4
Cultural Arts Program for a Community	27	12.0
Organizing and Holding Effective Public Meetings	25	11.1
Police and Public Safety	24	10.7
Assessment Procedures	21	9.3
Projecting Future Clients and Demands for Service	18	8.0
Choosing and Working with Architects	18	8.0
Adjusting the Organization to Declining Clients and Demands for Service	17	7.6
Waste Disposal	17	7.6

Workshop Topics Which Respondents Would Attend (Continued)	Number	Percent
Functions of Government	15	6.7
Delivery of Social Services	8	3.6
Public Health Ordinances	6	2.7
How to Conduct Appraisal Interviews	6	2.7
Water Certification	1	.4
Buildings and Grounds	1	.4
Water Availability	1	.4
School Law and Finance and Formula Programs	1	.4
Ecology	1	.4
Other Organizations Offer Workshops Needed	1	.4
None of the workshop topics mentioned are desirable	1	.4
Most Convenient Times for Respondents		
Thursday evening	66	29.3
Monday evening	65	28.9
Tuesday evening	64	28.4
Wednesday evening	62	27.6
Saturday morning	48	21.3
Friday evening	30	13.3
Wednesday morning	28	12.4
Thursday morning	27	12.0
Tuesday afternoon	27	12.0
Wednesday afternoon	26	11.6
Thursday afternoon	26	11.6
Tuesday morning	26	11.6
Monday morning	23	10.2
Saturday afternoon	23	10.2
Monday afternoon	21	9.3
Friday morning	20	8.9
Sunday afternoon	19	8.4
Friday afternoon	18	8.0
Sunday morning	13	5.8
Saturday evening	13	5.8
Sunday evening	12	5.3
Most Appealing Format for Workshops		
Workshop Format		
One or two four hour sessions	126	65.3
Several one hour sessions	44½	23.0
A six to eight hour session	17½	9.1
Several two hour sessions	4	2.1
One two hour session	1	.5
Total	193	100.0

Preferred Location for Workshops	Number	Percent
Location		
Harper Main Campus - Palatine	79 1/2	40.7
Nearby Village Hall	31 5/6	16.3
Nearby school	29 1/2	15.1
Nearby library	23 1/2	12.1
Nearby Park District center	8 1/6	4.2
Nearby Township Hall	7	3.6
Nearby Shopping Center	2 1/2	1.3
No preference	8	4.1
Any nearby location	5	2.6
	195	100.0

Follow-Up of Participants in Community Development Education Center Programs

Type of Organization Represented by Participants - 194 responses

Organization	Number	Percent
City or Village	135	65.8
Library District	8	3.9
School District	8	3.9
Township	5	2.4
Park District	5	2.4
Municipal Government Cooperative or Council of Governments or Regional Planning Council	5	2.4
Private Citizen	4	1.9
Forest Preserve District	3	1.5
Not for Profit Corporation for Handicapped	3	1.5
Homeowner's Association	3	1.4
Youth Service Bureau Board Member	3	1.4
League of Women's Voters	2	1.0
Special Education	2	1.0
Hospital	2	1.0
County	2	1.0
Fire Department	2	1.0
Federal Government	2	1.0
Business Corporation	2	1.0
Student	1	.5
Planned Unit Development	1	.5
Civic Group	1	.5
Health Group Consultant	1	.5
Weight Watchers	1	.5
Mental Health Center	1	.5
Municipal Consulting Engineer	1	.5
Architect	1	.5
Girl Scouts	1	.5
Total	205	100.0

Position of Participants in CDEC - 191 responses

Position	Number	Percent
Administrative Assistant	39	17.2
Village or Township Clerk	30	13.2
Member of Governing Board	23	10.1
Planning Commission	16	7.1
Director or Department Head	16	7.1
Member of Governmental Body Committee or Commission	16	7.1
Executive Director, Village Manager, Police or Fire Chief	14	6.2
Building or Zoning Inspector	12	5.3
Chief Financial Officer	10	4.4
Planner	8	3.5
President, Mayor or elected head	7	3.1
Engineer	6	2.7
Supervisor or Foreman of Workshop	5	2.2
Chairperson or Member of Zoning Board	4	1.8
Private citizen	4	1.8
Teacher	3	1.3
Auditor or Accountant	3	1.3
Consultant	3	1.3
Clerical	2	.9
Chairperson or Member of Civic Group	1	.4
Physical Therapist	1	.4
Police Officer	1	.4
Attorney	1	.4
Community Development Officer	1	.4
Student	1	.4
Total	227	100.0

Summary

Professional persons employed by governmental unit	162	71.4
Lay persons elected, appointed or volunteering to serve on Board, Commission or Committee or private citizens	65	28.6
Total	227	100.0

Source of Payment for Sessions Attended - 184 responses

Sources		
The organization represented paid total tuition	153	78.9
The organization paid part of tuition	9	4.6
Tuition paid by person attending	32	16.5
Total	194	100.0

College Credit Courses Taken Since CDEC Session - 182 responses

Situation	Number	Percent
Have not taken any college credit courses	149	78.0
Have taken one or more college credit courses	42	22.0
Total	191	100.0

College Credit Courses Taken

At Harper

Courses	Number
General	3
Engineering	2
Journalism	1
Parks & Recreation Management	1
Governmental Management	1
Business	1
Data Processing	1
Architecture	1
	11

At Roosevelt

	Number
M.P.A.	2
M.B.A.	1
Public Administration	1
	4

At Elgin Community College

Courses	Number
Speech	1
Pre-Nursing	1
	2

At Other Colleges - Total - 8

Courses	Institution
Police Administration	Northwestern University
Fire Protection-Building Construction	Lake County
Code Administration	Seminar in Minneapolis
Accounting	DePaul
Home Economics	University of Tennessee
Solar Heating	University of Wisconsin
Program Planning	University of Colorado
Administration	George Williams
Business	Barat

At Northern Illinois University

Courses	Number
Financial Management	1
Anthropology	1
Political Science	1
Environmental Coord.	1
Education Psych.-Ed.D.	1
	5

At Northeastern University

Courses	Number
Public Administration	1
Special Education	1
Urban Planning	1
Reading and Administration	1
	4

At Circle Campus

Courses	Number
Planning	1
Statistics	1
M.P.H.	1
	3

Summary	Number	Percent
At Harper	11	26.2
Other Colleges	27	64.3
Not specified	4	9.5
Total	42	100.0

Primary Reason for Enrolling in CDEC Sessions

Reasons	Number	Percent
To help person do a better job in position	99 1/3	51.5
To keep person up to date in field	39 1/3	20.4
General interest	27 1/3	14.2
To meet others in similar position with similar problems	5	2.6
To help person get a promotion	5	2.6
To improve person's knowledge in field	4	2.1
Organization mandated attendance	3	1.6
To help person on specific project for organization	2	1.0
Compliments college major field	2	1.0
Needed a break from routine day	1	.5
To prepare person to run for public office	1	.5
A federal check on training given	1	.5
In order to come up with new ideas	1	.5
To prepare person for long term job change	1	.5
Brought another person who needed training	1	.5
Total	193	100.0

Method Which was Most Convincing in Causing Person to Attend CLTC Session - 181 Responses

Method		
Brochure or literature received in mail	97	51.0
Recommendations of Colleague or supervisor	39	20.5
A letter received in mail from Harper	34	17.9
Newspaper articles	6	3.2
Subject matter	4	2.1
Recommendations of friends	2	1.1
Mandated by organization	2	1.1
Needed knowledge in area	2	1.1
Person was close by	1	.5
Past relationship with program	1	.5
Recommended by faculty	1	.5
College schedule	1	.5
Total	190	100.0

Primary Reason Why Participants Haven't Attended Additional Workshops in CDEC - 180 responses

Reason	Number	Percent
Person didn't have enough time to attend more	57½	29.4
Harper hasn't offered any further workshop topics of interest	44½	22.7
Person attended all which were possible	18	9.2
Have not received any information about offerings since	16	8.2
Person didn't gain much from workshops attended	13	6.6
Workshops weren't offered at a convenient time	11	5.6
Workshops were too costly	9	4.6
Personal or professional goals have changed	6	3.1
Have attended additional workshops at Harper and elsewhere	6	3.1
Harper is too far away - need extension courses	4	2.0
Budget limitations	2	1.0
Organization doesn't believe attending all these offerings is necessary	2	1.0
Person intends to attend more	2	1.0
Other workshops signed up for were cancelled	2	1.0
Offerings in this program do not meet needs of individuals	1	.5
Person has completed educational goals	1	.5
Moved from area	1	.5
	196	100.0

Types of Skills Training Workshops Person or Others in Organization Would Attend - 174 responses

Type of Workshop		
Planning	78	44.8
Motivating Members of Organization	60	34.5
Management by Objectives	50	28.7
Conflict Resolution and Problem Solving	50	28.7
Appraisal of Employees	48	27.6
Communication Skills	41	23.6
Decision Making	41	23.6
Organization of Time	36	20.7
Employee Relation Skills	36	20.7
Delegation	31	17.8
Exploring Areas of Cooperation Between Governmental Units	28	16.1
Budgeting and Finance and Control	9	5.2
Building Structures, Concrete, Architecture, Construction, and Inspection	8	4.6
Legal Points in Municipal Ordinances, Zoning and Building Codes	7	4.0
Accounting and Records Management	6	3.4
Zoning	6	3.4
Land Use Drainage	6	3.4
Public Works	4	2.3
Public Relations - Keeping Public Informed	3	1.7

Types of Skills Training Workshops Person or Others in Organization Would Attend (Continued)

Type of Workshop	Number	Percent
Illinois Municipal Law	2	1.1
New Materials for New Construction	2	1.1
Civil and Municipal Engineering and Engineering Inspection	2	1.1
Labor Relations - Personnel Administration	2	1.1
Taxation and Related Laws	2	1.1
None are appropriate	2	1.1
Speed Testing Reading	2	1.1
Conference Skills	1	.6
Cost Benefit Analysis	1	.6
Policy Manuals	1	.6
Fire Officer Management	1	.6
Preparing Organization for Collective Bargaining	1	.6
Methodology for Projecting Future Environments	1	.6
Fire Protection Prevention - Building Inspection	1	.6
Museum Methods and Management	1	.6
Clean Water Program	1	.6
Plumbing	1	.6
Social Service Field Administration	1	.6
Hydrology-Hydrogeology	1	.6
Federal Flood Insurance Program	1	.6
Regulations Governing Community Development Funds	1	.6
Duties of Various Municipal Officers	1	.6
Methods of Intergovernmental Cooperation	1	.6
A-95 Review Process	1	.6
Administration Theory	1	.6
Emergency Medical Service	1	.6
"PUD" Concept	1	.6

Workshop Topics Person or Others in Organiation
Would Attend - 177 responses

Workshop Topic	Number	Percent
Zoning Regulations	62	35.0
Land Use Guidance Systems	59	33.3
Long-Range Planning	58	32.8
Financial Planning and Projections	54	30.5
Land and Property Acquisition	53	29.9
Budgeting	53	29.9
Facilities and Capital Improvement Planning	50	28.2
How to Evaluate the Effectiveness of Programs and Services Offered	50	28.2
Revenue Sources	50	28.2
How to Conduct a Community Needs Survey	49	27.7
Grantsmanship	48	27.1
Setting and Formulating Goals and Objectives for Organizations	42	23.7
Management by Objectives	39	22.0
Homerule	39	22.0
Organizing and Holding Effective Public Meetings	37	20.9
Training for New Members of Governing Boards	36	20.3
Assessment Procedures	36	20.3
Revenue Sharing	34	19.2
Boundary Agreements	31	17.5
Citizen Participation	30	16.9
Waste Disposal	27	15.3
Shared Services	26	14.7
Traffic Analysis	25	14.1
Bikeways	25	14.1
Choosing and Working with Architects	24	13.6
How to Conduct Appraisal Interviews	23	13.0
Projecting Future Clients and Demands for Service	21	11.9
Functions of Government	20	11.3
Police and Public Safety	20	11.3
Delivery of Social Services	18	10.2
Cultural Arts Programs for a Community	13	7.3
Public Health Ordinances	11	6.2
Adjusting the Organization to Declining Clients and Demands for Services	9	5.1
Public Liability of Public Officials and Insurance	2	1.1
The Function of NIPC and Community Development Act	2	1.1
How to Measure Worker Productivity	1	.6
Elected Officials Responsibilities and Duties	1	.6
Management of Fire Department Personnel	1	.6
Federal Floor Insurance Program	1	.6
Building Code Administration	1	.6
Service Club Organization	1	.6

Most Convenient Times to Attend Programs - 175 responses

Time	Number	Percent
Wednesday evening	96	54.9
Thursday evening	89	50.9
Tuesday evening	83	47.4
Monday evening	61	34.9
Tuesday afternoon	36	20.6
Friday evening	36	20.6
Wednesday afternoon	35	20.0
Thursday afternoon	33	18.9
Tuesday morning	29	16.6
Wednesday morning	29	16.6
Monday afternoon	29	16.6
Thursday morning	28	16.0
Friday morning	27	15.4
Friday afternoon	25	14.3
Monday morning	24	13.7
Saturday morning	23	13.1
Saturday afternoon	17	9.7
Saturday evening	12	6.9
Sunday morning	9	5.1
Sunday evening	8	4.6
Sunday afternoon	6	3.4

Program Format Which Most Appeals to Participants

Format		
One or two four hour sessions	119	67.6
Several one hour sessions	32	18.2
Six to eight hour sessions	17	9.7
Several two hour sessions	8	4.5
Total	176	100.0

Where Participants Would Prefer to Attend These Sessions

Location		
Harper's main campus	92	49.2
Nearby Village Hall	29	15.5
Nearby school	19	10.2
Nearby library	12	6.4
Anywhere nearby	8	4.3
Nearby shopping center	7	3.8
Willow Park	7	3.8
Nearby Township Hall	6	3.2
Nearby Park District center	3	1.6
Anywhere-no preference	3	1.6
Anywhere near public transportation	1	.5
Total	187	100.0

Survey Respondents and CDEC Participants Who Have Not Enrolled in Any Workshops or in Any Further Workshops Because No Topic of Interest Was Offered

Organization Represented	Number	Percent
City or Village	42	46.1
School District	17	18.7
Library District	12	13.2
Township	7	7.7
Park District	3	3.3
Private non-profit agency	3	3.3
Private Citizen	3	3.3
Mental Health Center	1	1.1
Homeowner's Association	1	1.1
Regional Planning Commission	1	1.1
Fire District	1	1.1
Total	91	100.0

Position		
Governing Board	29	33.0
Director or Department Head	11	12.5
Planning Commission	8	9.1
President, Mayor or elected head	8	9.1
Administrative Assistant	6	6.9
Engineer	5	5.7
Executive Director or Village Manager	3	3.4
Chief Financial Offier	3	3.4
Village or Township Clerk	3	3.4
Member Community Service Commission	3	3.4
Zoning Board	2	2.3
Private Citizen	2	2.3
Planner	1	1.1
Community Counsultant	1	1.1
Physical Therapist	1	1.1
Reading Specialist	1	1.1
Community Development Officer	1	1.1
Total	88	100.0

Summary		
Professional persons employed by governmental units	44	50.0
Lay persons elected, appointed, or volunteering to serve on Board Commission or Committee or private citizens	44	50.0
Total	88	100.0

Type of Skills Training Workshop They Would Attend	Number	Percent
Planning	26	28.6
Appraisal of employees	25	27.5
Conflict Resolution and Problem Solving	21	23.1
Employee Relation Skills	17	18.7
Motivating Members of the Organization	16	17.6
Management by Objectives	16	17.6
Communication Skills	13	14.3
Decision Making	13	14.3
Exploring Areas of Cooperation Between Governmental Units	11	12.1
Organization of Time	8	8.8
Delegation	6	6.6
Interpretation of Building Codes	4	4.4
Construction-Building Structures-Materials-Concrete-Architecture	3	3.3
Municipal Zoning Ordinances-State Statutes	3	3.3
Public Works	2	2.2
Taxation and Recent Revisions	2	2.2
Accounting	1	1.1
Technical Management Course	1	1.1
Land Use	1	1.1
Drainage	1	1.1
Municipal Law	1	1.1
Zoning and Planning	1	1.1
Social Services	1	1.1
Zoning Administration	1	1.1
Projecting Future Environments	1	1.1
Clean Water Programs	1	1.1
Hydrogeology	1	1.1
Museum Methods and Maintenance	1	1.1
Public Relations	1	1.1
Duties of Various Related Municipal Offices	1	1.1
Computer Applications	1	1.1
Financial Management	1	1.1
Emergency Medical Services	1	1.1
Reading and Testing	1	1.1
Workshop Topics They Would Attend		
Long-Range Planning	32	35.2
Financial Planning and Projections	23	25.3
How to Evaluate the Effectiveness of Programs and Services Offered	22	24.2
Zoning Regulations	22	24.2
Setting and Formulating Goals and Objectives for Organization	19	20.9
Training for New Members of Governing Boards	18	19.8
Land Use Guidance Systems	18	19.8
Facilities and Capital Improvement Planning	16	17.6
Land and Property Acquisition	15	16.5
Organizing and Holding Effective Public Meetings	15	16.5
Budgeting	14	15.4
Assessment Procedures	14	15.4
Management by Objectives	13	14.3

Workshop Topics They Would Attend (Continued)

How to Conduct a Community Needs Survey	13	14.3
Grantsmanship	12	13.2
Citizen Participation	12	13.2
Projecting Future Clients and Demands for Service	11	12.1
Revenue Sharing	11	12.1
Bikeways	10	11.0
Shared Services	10	11.0
Boundary Agreements	10	11.0
Cultural Arts Programs for a Community	10	11.0
Waste Disposal	9	9.9
Choosing and Working with Architects	9	9.9
Traffic Analysis	8	8.8
Homerule	8	8.8
How to Conduct Appraisal Interviews	7	7.7
Functions of Government	6	6.6
Police and Public Safety	6	6.6
Adjusting the Organization to Declining Clients and Demands for Service	5	5.5
Public Health Ordinances	3	3.3
Delivery of Social Services	2	2.2
School Law	1	1.1
Executive Officials Responsibilities and Duties	1	1.1
Public Liability of Public Officials	1	1.1
Insurance Coverage for Governmental Officials and Property	1	1.1
Building Code Administration	1	1.1
Management of Fire Department Personnel	1	1.1

Survey Respondents and CDEC Participants Who Have Not Enrolled in Any Workshops or in Any Further Workshops Because They Were Not Offered at the Right Time - 38 respondents and participants

Time Which is Preferred	Number	Percent
Monday evening	14	36.8
Thursday evening	12	31.6
Tuesday evening	10	26.3
Wednesday morning	10	26.3
Wednesday evening	9	23.7
Thursday morning	8	21.1
Friday morning	8	21.1
Saturday morning	8	21.1
Monday morning	7	18.4
Monday afternoon	7	18.4
Tuesday afternoon	7	18.4
Thursday afternoon	7	18.4
Friday evening	7	18.4
Wednesday afternoon	6	15.8
Friday afternoon	6	15.8
Saturday afternoon	6	15.8
Tuesday morning	4	10.5
Sunday afternoon	1	2.6
Sunday morning	0	0
Saturday evening	0	0
Sunday evening	0	0

CDEC Workshops Offered in Fall 1976
by Enrollment and Rating of Lasting Benefit

Workshop	Enrollment	Number of responses	Rating of lasting benefit
Budget Processes and Approaches	27	10	2.10
Courtroom Conduct	27	9	1.89
Legal Procedures for Building Inspectors	27	7	1.86
Governmental Fund Accounting	24	9	2.56
Public Contact for Building Inspectors	24	10	2.00
Governmental Resources	21	7	1.57
Comprehensive Land Use Planning	19	7	2.14
Financial Reporting	17	7	2.43
Federal Programs and the Impact on Land Use	17	7	2.29
Developing the Central Business District	14	5	2.20
Administration of Land Use Controls	14	6	1.50
Communication Techniques	11	7	1.29
Financial Management of Federal Grants	9	4	1.75
Totals	251	95	189.11
Average	19.3		1.99

CDEC Workshops Offered
During 1975-1976 Year

Comprehensive Land Planning	35	12	1.83
Public Financing and Budgeting	33	11	1.64
Program Management and Evaluation	31	9	1.78
Municipality	30	6	2.33
Local Governments	30	9	1.56
Zoning Innovations	29	8	1.75
Fiscal Impact on Development	26	4	1.25
Computer Technology and Financial Management	22	8	1.63
Growth vs. Non-Growth	21	8	1.63
Negotiating with Public Employees	20	4	1.75
Partners or Protagonists	20	3	1.33
Environmental Impact Statements	14	6	1.47
Referendums	9	3	1.33
Total	320	91	153
Average	24.6		1.68

CDEC Workshops Offered During 1974-1975 Year
by Enrollment and Rating of Lasting Benefit

Workshop	Enrollment	Number of responses	Rating of lasting benefit
Zoning and Land Use	45	14	1.21
Grantsmanship*	44	14	1.71
Medium and Long-Range Planning	38	12	1.42
The Structure of Local Governments	37	6	1.33
Where Should the Control Be?	29	5	1.30
Public Relations	21	8	2.00
How to Analyze Statutes and Ordinances	19	4	2.00
Inter-Governmental Cooperation	18	4	1.50
How to Analyze Financial Documents	14	2	1.00
Communications and Small Group Dynamics	6	2	2.00
Creative Decision Making	6	2	1.50
Total	277	74	113
Average	25.2		1.53

*Three workshops Fall 1974, Winter 1975 and Spring 1976

Summary of CDEC Workshops by Year of Offering

Year	Enrollment	Average enrollment	Number of responses	Rating of lasting benefits
Fall 1976	251	19.3	95	1.99
Fall 1975 to Spring 1976	320	24.6	91	1.68
Fall 1974 to Spring 1975	277	25.2	74	1.53

Comparison of How Various Workshop Factors Were Rated
in All Programs Offered in the CDEC in the Last Two Years

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Rated Factor	Number of responses	Percent of workshops rated between effective and very effective	Percent of workshops rated less than adequate	Average rating
Provided participants new information	302	86.5	0	2.18
Gave participants new ideas	297	73.0	0	2.10
Widened participants horizons	281	59.5	0	2.03
Taught participants to analyze problems in a new way	285	46.0	0	1.94
Raised participants level of motivation	254	37.8	0	1.82
Produced lasting benefits for participants	260	29.7	0	1.75
Allowed different governmental units a chance to share problems	235	21.6	5.4	1.72
Improved participants problem solving skills	247	21.6	8.1	1.64
Helped improve cooperation and good relations between governmental units	214	13.5	10.8	1.50

Rating of CDEC Wrokshops as to Degree They Provided New Information

Rating: 3=excellent, very effective: 2=good, effective: 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
Communications and Small Group Dynamics	2	3.00
Federal Programs and The Impact on Land Use	9	2.67
Governmental Fund Accounting	11	2.64
Creative Decision Making	2	2.50
Municipality	8	2.50
Budget Processes and Approaches	10	2.40
Financial Reporting	8	2.38
Comprehensive Land Planning	13	2.38
Growth vs. Non-Growth	10	2.30
Communications Techniques	7	2.29
Public Contact for Building Inspectors	11	2.27
Local Governments	11	2.27
Developing the Central Business District	8	2.25
Comprehensive Land Use Planning	8	2.25
Program Management and Evaluation	8	2.25
Financial Management of Federal Grants	4	2.25
Public Relations	9	2.22
Computer Technology and Financial Management	9	2.22
Inter-Governmental Cooperation	5	2.20
Zoning and Land Use	16	2.19
Grantsmanship	18	2.11
Courtroom Conduct	9	2.11
Zoning Innovations	11	2.09
Public Financing and Budgeting	13	2.00
Legal Procedures for Building Inspectors	8	2.00
Governmental Resources	7	2.00
The Structure of Local Governments	6	2.00
Fiscal Impact of Development	7	2.00
How to Analyze Statutes and Ordinances	5	2.00
Referendums	5	2.00
Negotiating with Public Employees	4	2.00
How to Analyze Financial Documents	2	2.00
Medium and Long-Range Planning	13	1.92
Environmental Impact Statements	7	1.86
Administration of Land Use Controls	8	1.75
Where Should the Control Be?	7	1.71
Partners or Protagonists	3	1.67
Total	302	2.18

Rating of CDEC Workshops As To The Degree
They Gave Participants New Ideas

Rating: 3=excellent, very effecitve; 2=good, effective; 1=average; adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
Communications and Small Group Dynamics	2	3.00
Federal Programs and the Impact on Land Use	8	2.75
Governmental Fund Accounting	11	2.55
Budget Processes and Approaches	10	2.50
Creative Decision Making	2	2.50
How to Analyze Financial Documents	2	2.50
Municipality	8	2.50
Comprehensive Land Planning	13	2.31
Developing the Control Business District	7	2.29
Public Contact for Building Inspectors	11	2.27
Computer Technology and Financial Management	9	2.22
Referendums	5	2.20
Zoning and Land Use	15	2.13
Financial Reporting	8	2.13
Public Relations	9	2.11
Growth vs. Non-Growth	10	2.10
Local Governments	11	2.09
Courtroom Conduct	9	2.00
Comprehensive Land Use Planning	8	2.00
Program Management and Evaluation	8	2.00
Communications Techniques	7	2.00
Environmental Impact Statements	7	2.00
Intergovernmental Cooperation	5	2.00
How to Analyze Statutes and Ordinances	5	2.00
Financial Management of Federal Grants	4	2.00
Negotiating with Public Employees	4	2.00
Partners or Protagonists	3	2.00
Public Financing and Budgeting	13	1.92
Medium and Long-Range Planning	13	1.92
Zoning Innovations	11	1.91
Fiscal Impact of Development	8	1.88
Legal Procedures for Building Inspectors	7	1.86
Administration of Land Use Controls	7	1.86
Where Should the Control Be?	7	1.86
The Structure of Local Governments	6	1.83
Grantsmanship	18	1.83
Governmental Resources	6	1.50
Total	297	2.10

Rating of CDEC Workshops as to Extent They Widened Participants Horizons

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
Federal Programs and the Impact on Land Use	9	2.67
Comprehensive Land Use Planning	8	2.63
Fiscal Impact of Development	5	2.60
Governmental Fund Accounting	9	2.56
Financial Reporting	6	2.50
Computer Technology and Financial Management	8	2.38
Developing the Central Business District	8	2.25
How to Analyze Statutes and Ordinances	4	2.25
Municipality	8	2.25
Medium and Long-Range Planning	14	2.21
Public Contact for Building Inspectors	10	2.20
Public Financing and Budgeting	11	2.18
Communication Techniques	7	2.14
Program Management and Evaluation	8	2.13
Local Governments	9	2.11
Growth vs. Non-Growth	10	2.10
Zoning and Land Use	13	2.00
Courtroom Conduct	9	2.00
Financial Management of Federal Grants	4	2.00
Negotiating with Public Employees	3	2.00
Communications and Small Group Dynamics	2	2.00
Creative Decision Making	2	2.00
Budget Processes and Approaches	10	1.90
Public Relations	9	1.89
Grantsmanship	16	1.88
Legal Procedures for Building Inspectors	9	1.78
Zoning Innovations	8	1.78
Inter Governmental Coopearation	4	1.75
Comprehensive Land Planning	15	1.73
Governmental Resources	7	1.71
The Structure of Local Governments	6	1.67
Referendums	5	1.60
Environmental Impact Statements	7	1.57
How to Analyze Financial Documents	2	1.50
Administration of Land Use Controls	6	1.50
Where Should the Control Be?	7	1.43
Partners or Protagonists	2	1.00
Total	280	2.03

Rating of CDEC Workshops as to Extent They
Taught Participants to Analyze Problems in a New Way

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
How to Analyze Financial Documents	2	3.00
Creative Decision Making	1	3.00
Federal Programs and the Impact on Land Use	8	2.50
Comprehensive Land Use Planning	8	2.50
Communications and Small Group Dynamics	2	2.50
Financial Reporting	8	2.38
Governmental Fund Accounting	11	2.36
Municipality	8	2.25
Developing the Central Business District	8	2.25
Program Management and Evaluation	8	2.25
Financial Management of Federal Grants	4	2.25
Public Contact for Building Inspectors	11	2.18
Fiscal Impact of Development	7	2.14
Computer Technology and Financial Management	9	2.11
Budget Processes and Approaches	10	2.00
How to Analyze Statutes and Ordinances	5	2.00
Negotiating with Public Employees	4	2.00
Local Governments	10	1.90
Public Relations	9	1.89
Courtroom Conduct	9	1.89
Legal Procedures for Building Inspectors	7	1.86
Grantsmanship	14	1.85
Zoning Innovations	11	1.82
Comprehensive Land Planning	15	1.80
Public Financing and Budgeting	10	1.80
Administration of Land Use Controls	5	1.80
Growth vs. Non-Growth	10	1.80
Communication Techniques	8	1.75
Inter-Governmental Cooperation	4	1.75
Medium and Long-Range Planning	11	1.73
Referendums	5	1.60
Governmental Resources	7	1.57
Where Should the Control Be?	7	1.57
The Structure of Local Governments	6	1.50
Environmental Impact Statements	7	1.43
Zoning and Land Use	14	1.36
Partners or Protagonists	2	1.00
Total	285	1.94

Rating of CDEC Workshops as to Extent They Raised the Participants Level of Motivation

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
Federal Programs and the Impact on Land Use	6	2.50
Governmental Fund Accounting	10	2.40
Developing the Central Business District	6	2.33
Comprehensive Land Use Planning	8	2.25
Financial Reporting	7	2.14
Program Management and Evaluation	8	2.13
Computer Technology and Financial Management	8	2.13
Public Relations	8	2.00
Municipality	7	2.00
How to Analyze Statutes and Ordinances	4	2.00
Inter-Governmental Cooperation	3	2.00
Negotiating with Public Employees	3	2.00
Communications and Small Group Dynamics	2	2.00
Creative Decision Making	2	2.00
Budget Processes and Approaches	11	1.91
Public Contact for Building Inspectors	10	1.90
Public Financing and Budgeting	9	1.89
Zoning Innovations	8	1.88
Where Should the Control Be?	7	1.86
Legal Procedures for Building Inspectors	6	1.83
The Structure of Local Governments	6	1.83
Communication Techniques	6	1.83
Fiscal Impact of Development	5	1.80
Local Governments	9	1.78
Financial Management of Federal Grants	4	1.75
Medium and Long-Range Planning	12	1.67
Comprehensive Land Planning	11	1.64
Courtroom Conduct	8	1.63
Administration of Land Use Controls	5	1.60
Partners or Protagonists	2	1.50
Grantsmanship	14	1.50
Growth vs. Non-Growth	7	1.43
Governmental Resources	7	1.43
Zoning and Land Use	13	1.31
Referendums	4	1.25
Environmental Impact Statements	6	1.00
How To Analyze Financial Documents	2	1.00
Total	254	1.82

Rating of CDEC Workshops as to Extent They
Produced Lasting Benefits for the Participants

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
Governmental Fund Accounting	9	2.56
Financial Reporting	7	2.43
Municipality	6	2.33
Federal Programs and the Impact on Land Use	7	2.29
Developing the Central Business District	5	2.20
Comprehensive Land Use Planning	7	2.14
Budget Processes Approaches	10	2.10
Public Contact for Building Inspectors	10	2.00
Public Relations	8	2.00
How to Analyze Statutes and Ordinances	4	2.00
Communications and Small Group Dynamics	2	2.00
Courtroom Conduct	9	1.89
Legal Procedures for Building Inspectors	7	1.86
Comprehensive Land Planning	12	1.83
Program Management and Evaluation	9	1.78
Financial Management of Federal Grants	4	1.75
Negotiating with Public Employees	4	1.75
Zoning Innovations	8	1.75
Grantsmanship	14	1.71
Environmental Impact Statements	6	1.67
Public Financing and Budgeting	11	1.64
Computer Technology and Financial Management	8	1.63
Growth vs. Non-Growth	8	1.63
Governmental Resources	7	1.57
Local Governments	9	1.56
Administration of Land Use Controls	6	1.50
Inter-Governmental Cooperation	4	1.50
Creative Decision Making	2	1.50
Medium and Long-Range Planning	12	1.42
The Structure of Local Governments	6	1.33
Referenedums	3	1.33
Partners or Protagonists	3	1.33
Where Should the Controls Be?	6	1.33
Communication Techniques	7	1.29
Fiscal Impact of Development	4	1.25
Zoning and Land Use	14	1.21
How to Analyze Financial Documents	2	1.00
Total	260	1.75

Rating of CDEC Workshops as to Extent They Allowed
Different Governmental Units a Chance to Share Problems

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
Developing the Central Business District	6	2.33
Federal Programs and the Impact on Land Use	4	2.25
Environmental Impact Statements	5	2.20
Comprehensive Land Use Planning	7	2.14
Public Contact for Building Inspectors	8	2.13
Legal Procedures for Building Inspectors	7	2.00
Computer Technology and Financial Management	6	2.00
How to Analyze Statutes and Ordinances	4	2.00
Budget Processes and Approaches	10	1.90
Public Financing and Budgeting	9	1.89
Public Relations	9	1.89
Courtroom Conduct	8	1.88
Zoning Innovations	6	1.83
Administration of Land Use Controls	6	1.83
Communication Techniques	6	1.83
Local Governments	10	1.80
Governmental Fund Accounting	9	1.78
Program Management and Evaluation	8	1.75
Municipality	4	1.75
Negotiating with Public Employees	4	1.75
Inter-Governmental Cooperation	4	1.75
Governmental Resources	7	1.71
Medium and Long Range Planning	11	1.64
Comprehensive Land Planning	10	1.60
Growth vs. Non-Growth	7	1.57
Zoning and Land Use	14	1.57
Financial Reporting	7	1.43
Fiscal Impact of Development	6	1.33
Financial Management of Federal Grants	3	1.33
Referendums	3	1.33
Partners or Protagonists	3	1.33
Where Should the Control Be?	6	1.33
The Structure of Local Governments	6	1.17
Grantsmanship	8	1.13
How to Analyze Financial Documents	2	1.00
Communications and Small Group Dynamics	1	0.00
Creative Decision Making	1	0.00
Total	235	1.72

Rating of CDEC Workshops as to Extent They Improved Participants Problem Solving Skills

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of responses	Average Rating
Federal Programs and the Impact on Land Use	6	2.50
How to Analyze Statutes and Ordinances	4	2.25
Governmental Fund Accounting	9	2.22
Program Management and Evaluation	9	2.22
Financial Reporting	7	2.14
Comprehensive Land Use Planning	7	2.00
Developing the Central Business District	5	2.00
Communications and Small Group Dynamics	2	2.00
Public Contact for Building Inspectors	10	1.90
Computer Technology and Financial Managment	8	1.88
Municipality	6	1.83
Governmental Resources	6	1.83
Financial Management of Federal Grants	4	1.75
Negotiating with Public Employees	4	1.75
Inter-Governmental Cooperation	4	1.75
Budget Processes and Approaches	10	1.70
Public Financing and Budgeting	9	1.67
Legal Procedures for Building Inspectors	6	1.67
Growth vs. Non-Growth	8	1.63
Where Should the Control Be?	7	1.57
Comprehensive Land Planning	11	1.55
Fiscal Impact of Development	4	1.50
Creative Decision Making	2	1.50
Zoning and Land Use	12	1.50
Zoning Innovations	8	1.50
Public Relations	9	1.44
Courtroom Conduct	7	1.43
Medium and Long Range Planning	13	1.38
Grantsmanship	14	1.36
Administration of Land Use Controls	6	1.33
How to Analyze Financial Documents	3	1.33
Local Governments	7	1.29
Communication Techniques	5	1.20
The Structure of Local Governments	6	1.17
Environmental Impact Statements	4	.75
Referendums	3	.67
Partners or Protagonists	2	.50
Total	247	1.64

Rating of CDEC Workshops as to Extent They Helped Improve
Cooperation and Good Relations Between Governmental Units

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Workshop Topics	Number of Responses	Average Rating
How to Analyze Statutes and Ordinances	3	2.33
Developing the Central Business District	5	2.20
Public Contact for Building Inspectors	7	2.14
Municipality	4	2.00
Negotiating with Public Employees	3	2.00
Legal Procedures for Building Inspectors	6	1.83
Computer Technology and Financial Management	6	1.83
Medium and Long-Range Planning	12	1.75
Comprehensive Land Planning	8	1.75
Federal Programs and the Impact on Land Use	4	1.75
Inter-Governmental Cooperation	4	1.75
Administration of Land Use Controls	4	1.75
Comprehensive Land Use Planning	7	1.57
Courtroom Conduct	7	1.57
Zoning Innovations	7	1.57
Public Relations	9	1.56
Governmental Fund Accounting	8	1.50
Public Financing Budgeting	8	1.50
Local Governments	8	1.50
Budget Processes and Approaches	10	1.40
Zoning and Land Use	12	1.33
Growth vs. Non-Growth	6	1.33
Governmental Resources	6	1.33
The Structure of Local Governments	6	1.33
Financial Management of Federal Grants	3	1.33
Environmental Impact Statements	3	1.33
Partners or Protagonists	3	1.33
Financial Reporting	7	1.29
Where Should the Control Be?	7	1.29
Program Management and Evaluation	8	1.25
Fiscal Impact of Development	4	1.25
Communications Techniques	6	1.17
How to Analyze Financial Documents	1	1.00
Grantsmanship	8	.75
Referendums	2	.50
Communications and Small Group Dynamics	1	0.00
Creative Decision Making	1	0.00
Total	214	1.50

The Top Rated Workshops Rated Better Than Good

Workshop	Factors									
	Provided New Information	Allowed Share Problems	Raised Level of Motivation	Taught Analysis of Problems New Way	Gave New Ideas	Improved Coop. & Good Relations Govt. Unit	Improved Problem Solving Skills	Widened Horizons	Provided Benefits	Average Total
Federal Programs and Impact on Land Use	2.67	2.25	2.50	2.50	2.75	1.75	2.50	2.67	2.29	2.43
Governmental Fund Accounting	2.64	1.78	2.40	2.25	2.55	1.50	2.20	2.56	2.56	2.27
Developing the Central Business District	2.25	2.33	2.33	2.25	2.29	2.20	2.00	2.25	2.20	2.23
Municipality	2.50	1.75	2.00	2.25	2.50	2.00	1.83	2.25	2.33	2.16
Comprehensive Land Use Planning	2.25	2.14	2.25	2.50	2.00	1.57	2.00	2.63	2.14	2.16
Public Contact for Building Inspectors	2.27	2.13	1.90	2.14	2.22	2.14	1.90	2.18	2.00	2.10
Financial Reporting	2.38	1.43	2.14	2.36	2.13	1.29	2.14	2.50	2.43	2.09
How to Analyze Statutes of Ordinances	2.00	2.00	2.00	2.00	2.00	2.33	2.25	2.25	2.00	2.09
Computer Technology and Financial Management	2.22	2.00	2.13	2.11	2.22	1.83	1.88	2.38	1.63	2.04

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

Classification of CDEC Workshops

Planning Issues

1. Federal Programs and the Impact on Land Use
2. Creative Decision Making
3. Comprehensive Land Planning
4. Growth vs. Non-Growth
5. Developing the Central Business District
6. Comprehensive Land Use Planning
7. Program Management and Evaluation
8. Inter-Governmental Cooperation
9. Zoning and Land Use
10. Zoning Innovations
11. Medium and Long-Range Planning
12. Environmental Impact Statements
13. Administration of Land Use Controls
14. Where Should the Control Be?

Economic Issues

1. Governmental Fund Accounting
2. Budget Processes and Approaches
3. Financial Reporting
4. Financial Management of Federal Grants
5. Computer Technology and Financial Management
6. Grantsmanship
7. Public Financing and Budgeting
8. Fiscal Impact of Development
9. How to Analyze Financial Documents

Social Issues

1. Communications and Small Group Dynamics
2. Communications Techniques
3. Public Contact for Building Inspectors
4. Public Relations
5. Courtroom Conduct
6. Legal Procedures for Building Inspectors
7. Referendums
8. Negotiating with Public Employees
9. Partners or Protagonists?

Governmental Information

1. Municipality
2. Local Governments
3. Governmental Resources
4. The Structure of Local Governments
5. How to Analyze Statutes and Ordinances

Rating of Types of CDEC Workshops by Nine Different Factors

Rating CLTC Workshops as to extent they:	Economic Issues		Social Issues		Governmental Information		Planning Issues		Total	
	N	R	N	R	N	R	N	R	N	R
Provided new information	82	2.23	58	2.15	37	2.19	125	2.16	302	2.18
Gave participants new ideas	83	2.12	57	2.10	36	2.03	121	2.10	297	2.10
Widened participants horizons	71	2.17	56	1.93	34	2.00	119	2.01	280	2.03
Taught participants to analyze problems in a new way	75	2.10	57	1.90	36	1.86	117	1.87	2.85	1.94
Raised participants level of motivation	70	1.90	49	1.80	33	1.79	102	1.78	254	1.82
Produced lasting benfits for participants	69	1.89	53	1.77	32	1.72	106	1.67	260	1.75
Allowed different governmental units a chance to share problems	60	1.62	49	1.82	31	1.68	95	1.76	235	1.72
Improved participants problem solving skills	68	1.74	48	1.50	29	1.62	102	1.66	247	1.64
Helped improve cooperation and good relations between governmental units	55	1.35	44	1.57	27	1.59	88	1.54	214	1.50
Total mean	70	1.93	52	1.85	33	1.85	108	1.86	264	1.87

Rating: 3=excellent, very effective; 2=good, effective; 1=average, adequate; 0=unsatisfactory, ineffective

APPENDIX

William Rainey Harper College
Algonquin and Roselle Roads
Palatine, Illinois 60067
312-397-3000

December 2, 1976

Dear

The Community Development Education Center at Harper College is constantly modifying its public service programming to serve the educational needs of local government officials who are either elected, appointed or professional staff members in the northwest suburban communities. We are now in the process of doing a comprehensive evaluation of the seminars and workshops conducted during the past two and a half years by the Center (formerly known as the Community Leadership Training Center).

As a former participant, we need your assistance to complete this project. Please take a few minutes to complete the attached questionnaire. A postage paid reply envelope is included for your convenience in returning the survey. Please return within a week.

Thank you for your cooperation and especially for your past participation in the Center's programs. Please call 397-3000, ext. 574, if you have questions about the survey or suggestions of future activities for the Center.

Sincerely,

Joan E. Marsh

Joan E. Marsh
Coordinator
Community Development Education Center

Enclosures

FOLLOW-UP SURVEY OF PARTICIPANTS
IN COMMUNITY LEADERSHIP TRAINING CENTER

1. Type of organizational unit you represent. Check (✓) one.

_____ A. City or village
_____ B. Township
_____ C. Park District
_____ D. Library District
_____ E. School District
_____ F. Other (specify) _____

2. Position. Check (✓) one.

_____ A. Member of Governing Board
_____ B. Planning Commission
_____ C. President, Mayor or elected head
_____ D. Executive Director or Village Manager
_____ E. Chief Financial Officer
_____ F. Village or Township Clerk
_____ G. Director or Department Head
_____ H. Administrative Assistant
_____ I. Other staff or specialist (specify) _____
_____

3. Rate the leadership training session you attended. Check (✓) one column for each rating factor.

Session Title: _____ Date Held: _____

Rating Factor For Session	Not Applicable	Excellent Very Effective	Good Effective	Average Adequate	Unsatisfactory Ineffective
A. Gave me new ideas	____	____	____	____	____
B. Provided me new information	____	____	____	____	____
C. Taught me to look at or analyze problems in a new way	____	____	____	____	____
D. Widened my horizons	____	____	____	____	____
E. Raised my level of motivation	____	____	____	____	____
F. Improved my problem solving skills	____	____	____	____	____
G. Allowed different governmental units a chance to share problems	____	____	____	____	____
H. Helped improve cooperation and good relations between governmental units	____	____	____	____	____
I. Produced lasting benefits	____	____	____	____	____

If any lasting benefits were received, give some specific examples of how your job behavior was changed.

_____

_____

_____

_____

Make any other comments about the session you wish.

_____

_____

_____

4. Who paid for the session(s) you attended? Check (✓) one.

_____ A. The village, agency, organization or governmental unit.
_____ B. I paid myself.
_____ C. Paid by both A and B above.
_____ D. Other (specify) _____

_____

5. Have you taken any college credit courses since enrolling in this session(s)?

_____ A. Yes
_____ B. No

If yes, subject area _____

College _____

6. What was your primary reason for enrolling in this session(s)? Check (✓) the one best reason.

_____ A. To help me do a better job in present position.
_____ B. To help myself in getting a promotion.
_____ C. To keep me up to date in field.
_____ D. To meet others in similar position and with similar problems.
_____ E. General interest
_____ F. Needed a break from a routine day.
_____ G. Other (specify) _____

7. What means was most convincing in causing you to enroll in this session? Check (✓) one.

_____ A. A letter received in the mail from Harper.
_____ B. Brochures or literature received in the mail.
_____ C. Newspaper articles
_____ D. Recommendations of colleague or supervisor.
_____ E. Other (specify) _____

8. Why haven't you attended additional workshops in the Community Leadership Training Program? Check (✓) the one most important reason.

_____ A. I have attended all I could.
_____ B. I don't have enough time to attend more.
_____ C. They are too costly.
_____ D. Harper hasn't offered any more workshop topics in which I was interested.
_____ E. I didn't gain much from the workshop(s) I did attend.
_____ F. Workshops weren't offered at a convenient time.
_____ G. Other reason (specify) _____

_____

Harper is always in the process of modifying the programs offered for public officials. To help Harper in their planning, we need to know your future training needs.

9. Which type of skills training workshops would you attend or would others in your organization attend? Check (✓) only those you or others would attend.

I. Management Skills

_____ A. Planning
_____ B. Organization of time
_____ C. Decision making
_____ D. Motivating members of the organization
_____ E. Management by objectives
_____ F. Delegation
_____ G. Appraisal of employees
_____ H. Conflict resolution and problem solvin
_____ I. Other management skills (specify) _____

_____

II. _____ Updating in technical areas (specify field) _____ _____

_____

III. _____ Communication skills

IV. _____ Employee relation skills

V. Exploring areas of cooperation between governmental units

VI. Other types of skill training needed (specify) _____

_____

10. What workshop topics would you or others in your organization attend? Check (✓) only those you or others would attend.

_____ A. Setting and formulating goals and objectives for organization.
_____ B. Projecting future clients and demands for service.
_____ C. Financial planning and projections.
_____ D. Long-range planning
_____ E. Management by Objectives
_____ F. Budgeting
_____ G. Revenue sources
_____ H. Revenue sharing
_____ I. Facilities and capital improvement planning
_____ J. Land and property acquisition
_____ K. Choosing and working with architects
_____ L. Adjusting the organization to declining clients and demands for service.
_____ M. Zoning regulations
_____ N. Traffic analysis
_____ O. Assessment procedures
_____ P. Grantsmanship
_____ Q. Waste disposal
_____ R. Shared services
_____ S. Boundary agreements
_____ T. Land use guidance systems
_____ U. Cultural arts programs for a community
_____ V. Police and public safety
_____ W. Bikeways

10. (continued)

_____ X. Homerule
_____ Y. Citizen Paticipation
_____ Z. Organizing and holding effective public meetings
_____ AA. Training for new members of governing boards
_____ AB. Public Health ordinances
_____ AC. Functions of government
_____ AD. Delivery of Social Services
_____ AE. How to conduct a community needs survey
_____ AF. How to evaluate the effectiveness of programs and services offered
_____ AG. How to conduct appraisal interviews
_____ AH. Other (specify) _____

_____

11. Check (✓) those times which are most convenient for you to attend these programs.

	Morning	Afternoon	Evening
Monday	_____	_____	_____
Tuesday	_____	_____	_____
Wednesday	_____	_____	_____
Thursday	_____	_____	_____
Friday	_____	_____	_____
Saturday	_____	_____	_____
Sunday	_____	_____	_____

12. What format for these programs most appeal to you? Check (✓) one.

_____ A. A six to eight hour session.
_____ B. One or two four hour sessions.
_____ C. Several one hour sessions.

13. Where would you prefer to attend these programs? Check (✓) the location most preferred.

_____ A. At Harper's main campus in Palatine
_____ B. At a nearby village hall
_____ C. At a nearby township hall
_____ D. At a nearby school
_____ E. At a nearby library
_____ F. At a nearby park district center
_____ G. At a nearby shopping center
_____ H. Other (specify) _____

William Rainey Harper College
Algonquin and Roselle Roads
Palatine, Illinois 60067
312-397-3000

December 2, 1976

Dear

The Community Development Education Center at Harper College has served the Northwest Suburbs for two and a half years by offering workshops and seminars pertaining to the significant issues of local government. One of the Center's primary objectives is to offer practical learning experiences for elected and appointed officials and staff members. We are constantly updating and modifying this program. We would appreciate your assistance in this process.

Please take a few minutes to complete the attached questionnaire. A postage paid reply envelope is enclosed for your convenience in returning the survey. Please return within a week.

Your response will help determine what practical public service programming the Center will offer in the coming months. If you have any questions, call me at Harper, 397-3000, ext. 574. Thank you for your cooperation.

Sincerely,

Joan E. Marsh

Joan E. Marsh
Coordinator
Community Development Education Center

Enclosures

SURVEY OF EDUCATIONAL NEEDS AMONG
EMPLOYEES AND TRUSTEES OF GOVERNMENTAL BODIES

1. Type of organizational unit you represent. Check (✓) one.

_____ A. City or village
_____ B. Township
_____ C. Park District
_____ D. Library District
_____ E. School District
_____ F. Other (specify) _____

2. Position. Check (✓) one.

_____ A. Member of Governing Board
_____ B. Planning Commission
_____ C. President, Mayor or elected head
_____ D. Executive Director or Village Manager
_____ E. Chief Financial Officer
_____ F. Village or Township Clerk
_____ G. Director or Department Head
_____ H. Administrative Assistant
_____ I. Other staff or specialist (specify) _____

_____

3. Why haven't you attended any workshops in the Community Leadership Training Program? Check (✓) the one most important reason.

_____ A. I haven't heard about these sessions before.
_____ B. I don't have enough time to attend.
_____ C. They are too costly.
_____ D. Harper hasn't offered any workshop topics in which I was interested.
_____ E. Workshops aren't offered at a convenient time
_____ F. Other reason (specify) _____

_____

Harper is always in the process of modifying the programs offered for public officials. To help Harper in their planning, we need to know your future training needs.

4. Which type of skills training workshops would you attend or would others in your organization attend? Check (✓) only those you or others would attend.

I. Management Skills

_____ A. Planning
_____ B. Organization of time
_____ C. Decision making
_____ D. Motivating members of the organization
_____ E. Management by objectives
_____ F. Delegation
_____ G. Appraisal of employees
_____ H. Conflict resolution and problem solvin
_____ I. Other management skills (specify) _____

_____

II. _____ Updating in technical areas (specify field) _____

_____

III. _____ Communication skills

IV. _____ Employee relation skills

V. Exploring areas of cooperation between governmental units

VI. Other types of skill training needed (specify) _____

_____

5. What workshop topics would you or others in your organization attend? Check (✓) only those you or others would attend.

_____ A. Setting and formulating goals and objectives for organization.
_____ B. Projecting future clients and demands for service.
_____ C. Financial planning and projections.
_____ D. Long-range planning
_____ E. Management by Objectives
_____ F. Budgeting
_____ G. Revenue sources
_____ H. Revenue sharing
_____ I. Facilities and capital improvement planning
_____ J. Land and property acquisition
_____ K. Choosing and working with architects
_____ L. Adjusting the organization to declining clients and demands for service.
_____ M. Zoning regulations
_____ N. Traffic analysis
_____ O. Assessment procedures
_____ P. Grantsmanship
_____ Q. Waste disposal
_____ R. Shared services
_____ S. Boundary agreements
_____ T. Land use guidance systems
_____ U. Cultural arts programs for a community
_____ V. Police and public safety
_____ W. Bikeways

5. (continued)

_____ X. Homerule
_____ Y. Citizen Paticipation
_____ Z. Organizing and holding effective public meetings
_____ AA. Training for new members of governing boards
_____ AB. Public Health ordinances
_____ AC. Functions of government
_____ AD. Delivery of Social Services
_____ AE. How to conduct a community needs survey
_____ AF. How to evaluate the effectiveness of programs and services offered
_____ AG. How to conduct appraisal interviews
_____ AH. Other (specify) _____

_____

6. Check (✓) those times which are most convenient for you to attend these programs.

	Morning	Afternoon	Evening
Monday	_____	_____	_____
Tuesday	_____	_____	_____
Wednesday	_____	_____	_____
Thursday	_____	_____	_____
Friday	_____	_____	_____
Saturday	_____	_____	_____
Sunday	_____	_____	_____

7. What format for these programs most appeal to you? Check (✓) one.

_____ A. A six to eight hour session.
_____ B. One or two four hour sessions.
_____ C. Several one hour sessions.

8. Where would you prefer to attend these programs? Check (✓) the location most preferred.

_____ A. At Harper's main campus in Palatine
_____ B. At a nearby village hall
_____ C. At a nearby township hall
_____ D. At a nearby school
_____ E. At a nearby library
_____ F. At a nearby park district center
_____ G. At a nearby shopping center
_____ H. Other (specify) _____